

EJ CPS Workplan Template

I. Project Title and Project Purpose Statement

LEJCOC is embarking on the first phase of its Water, Air and Soil (WAS) Campaign: the Air Phase. This campaign will combine grassroots community organizing, Community-Based Participatory Research, Cumulative Risk Assessment, Alternative Dispute Resolution and Pollution Prevention frameworks and strategies to effectively identify, assess, and address issues of environmental justice in Louisiana. Through collaborative partnerships among LEJCOC's 14 grassroots environmental justice organizations and several technical assistance organizations, WAS aims to reduce contamination of the water, air, and soil in Louisiana and return justice to the social and physical environments. For the first phase of this Campaign, LEJCOC will employ the EPA Collaborative Problem-Solving Model to develop a holistic picture of issues surrounding air contamination in Louisiana's environmental justice communities, including community, industry, academic and government perspectives. It will then use that picture to develop with its collaborative partners an Alternative Dispute Resolution strategy for Pollution Prevention among the chemical industry in the State of Louisiana and see communities implement the ADR-P2 strategies to reduce toxic air emissions.

II. Past Performance in Reporting on Outputs and Outcomes

LEJCOC is a recently formed coalition. For the first two years of its existence, LEJCOC focused on organizational and strategy development. It also focused its energies towards increasing the capacity of its member organizations which has resulted in training described below and member organizations receiving funds, including from Federal and private foundations. In addition, LEJCOC prioritized getting its member organizations technologically up to date resulting in most members having computers and faxes and computer training. LEJCOC's Fund Raising Committee developed a LEJCOC fund raising plan in the summer of 2006 starting with the submissions of grant applications in the fall of 2006. Presently, we have two applications pending decisions and this CPS application. As such, LEJCOC has not built a history of reporting on outputs and outcomes for Federal and other grants.

We feel it is important to point out that our member organizations do have such a history, for the leaders of those organizations are the same individuals who make decisions and preside over projects for LEJCOC. For example, LEJCOC's member organization BISCO (Bayou Interfaith Shared Community Organizing) can report the following. BISCO has effectively managed...

1. Funds from the LAT Workforce Investment Board and the Department of Labor totaling \$46,257 from Jan. 2005 to Jan. 2006 for *job readiness training, job development and job placement* (Contract No. 1053). Hurricanes Rita and Katrina affected the success rate, limiting the program for a few months. However, of 37 enrolled students, 30 graduated and 17 gained employment, totaling a 60% success rate with graduated students, surpassing the goal of placing 52% in employment, and meeting 75% of enrollment goal.
2. Funds from the Needmor Fund of Toledo, Ohio totaling \$71,000. These funds, provided over three consecutive years, were designated to general support for building the power of a broad-based organization and for expansion of the work accomplished in the first 2 grant years (Grant No. 05-034). All evaluations/reports were submitted in a timely manner. The Foundation officers also visited the project area on two site visits.
3. Funds from The Charles S. Mott Foundation totaling \$46,940 in 2002 and 2004 (Grant No. 199-00229.6) generated through a statewide network of LIFT (Ia Interfaith Together) were designated to general support and educational organizing. Reports are generated quarterly stating the numerous accomplishments and achievement of goals and objectives.

LEJCOC can report that it effectively managed funds from the Southern Partners Fund totaling \$4,700 in 2006. This money was awarded to LEJCOC for immediate relief following the Hurricane Katrina disaster. Reports for handling and using the funds were provided to the Southern Partners Fund in a timely manner.

III. Affected Community and Environmental and/or Public Health Information

Louisiana has long been the poster child for the Environmental Justice Movement. Not coincidentally the State experiences extremely high levels of environmental injustice. Home to "Cancer Alley" and the "Chemical Corridor," the State of Louisiana has been very hospitable to toxic industries; currently it boasts "the greatest concentration of crude oil refineries, natural gas plants and petrochemical production facilities in the Western Hemisphere" on its website.

Perhaps that is why Louisiana reports over 20,000 new cases of cancer each year in a state with less than 5 million residents. Perhaps it is the large oil and chemical industry that causes Louisiana's average County (Parish) Respiratory Risk to be higher than comparable neighbor states Alabama and Mississippi. While the causes for Louisiana's high disease risks are varied and complex, residents in Louisiana's environmental justice communities, however, firmly believe that the polluting of Louisiana's Environment by Louisiana's Industry is a major contributor.

It is for that reason—Louisiana's environmental justice communities' experiential knowledge of the problem—that LEJCOC is embarking on the Water, Air and Soil Campaign. This Campaign will use collaborative problem-solving to develop regional solutions to the issues surrounding pollution of the water, air and soil of Louisiana, particularly the water, air and soil of environmental justice communities.

For this particular grant application, LEJCOC is focusing on the Air Phase of the Campaign. It is the air in Louisiana where over 53 million pounds of toxic air emissions were reported in 2002. It is the air in Louisiana which residents witness day after day being mixed with clouds rising from all too familiar industrial facilities encircling their communities. Most importantly, it is the air in Louisiana which enters into its residents' homes, workplaces and lungs unfiltered, untreated and unclean.

Improvement of the air throughout the State of Louisiana is of course a desirable goal. More specifically, however, LEJCOC is aiming to impact the air, health and quality of life of environmental justice communities in Louisiana. We draw from and work for 14 specific environmental justice communities. Excepting one in Shreveport, our communities are concentrated in the Mississippi River and Bayou Parishes of Louisiana, in the southeast part of the State. The 14 communities are represented by one resident on LEJCOC's Advocacy Commission (similar to a Board of Directors) and include the residents of the environmental justice communities in Alsen (Baton Rouge, East Baton Rouge Parish), Terrebonne Parish, Greismar (Ascension Parish), Raceland (LaFourche Parish), Hwy 18 and 44 (Convent, St James Parish), Hwy 400 (Plattenville, Assumption Parish), Iberville Parish, St John the Baptist Parish, Jefferson Parish, Plaquemines Parish, southern Orleans Parish, Shreveport (Caddo Parish), Destrehan (St Charles Parish), and Morgan City (St Mary Parish). We, the LEJCOC Advocacy Commission come from these communities. We have grown up in them. We work in them. We live in them and we raise our children and grandchildren in them.

The US Census roughly calculates the composition of these areas to be 30 percent African American and 4 percent other persons of color. The Census also reports that over 16 percent of this region lives below the poverty line. While these statistics give a broad view of all the combined communities, we know that our communities tend to be predominantly African American, Hispanic, Native American and low-income.

Through the WAS Campaign's Air Phase, LEJCOC ultimately seeks a reduction in toxic air emissions by Louisiana's Petro-Chemical Industry. We believe that reaching that goal will influence a reduction of exposure to air toxics for Louisiana's environmental justice communities; a reduction in diseases associated with toxic air; a reduced burden on Louisiana's healthcare system; a stronger, healthier workforce and community and improved quality of life for Louisiana's environmental justice communities.

Though LEJCOC seeks a regional solution to the toxic air problem of the State of Louisiana, it is from the experience of the environmental justice communities that we draw our knowledge. Having lived and worked in our communities for decades, we recognized the similarities across these environmentally mistreated communities, namely a disproportionate share of the burden of exposure and disease. Thirteen of the 25 facilities emitting the most pounds of chemicals reported on the Toxic Release Inventory are in LEJCOC communities. Furthermore, we, the poor, are lacking in the latest and best equipment with which to seal our homes. We have holes in our roofs. We have windows open to reduce the electric bill.

We live and work in and around these facilities because we lack the resources to relocate. So we, the poor, suffer from fast exposure routes to toxic emissions. And we, the populations of color, have been discriminated against in our jobs, our courts, our neighborhoods and our civic institutions. So we, the populations of color, are continuously defeated when we organize to prevent another toxic industry from moving into our communities. We are closer to the sources of emission and we have fewer resources to deal with them than wealthier, white populations.

The experience of the environmentally *injusticed* communities in Louisiana has led us to this point, where we are ready to implement the Air Phase of the WAS Campaign. A successful WAS Campaign will result in the benefits stated above (reduction in exposure and disease, improved quality of life and environment), but it will also result in a new era in Louisiana's life. The collaborative way in which we have designed the WAS Campaign puts community, industry and state agency at the same table to discuss the issues and draw a comprehensive picture of the problem. The 14 communities involved in this project will gain a deeper understanding of the perspective of air emissions that the State of Louisiana carries as well as that of the Industry. Our communities will also benefit from a new found alliance that we hope will grow and be consulted on all matters running through the intersection of industry, community, health and environment. The communities will also benefit from the implementation of a new tool, the Pollution Prevention-based Alternative Dispute Resolution strategy to address environmental concerns.

The WAS Campaign will assist our communities in taking the reigns of our communities' lives and amplifying our voices in decisions that affect our health and quality of life and that of our future generations. We hope that through this Campaign our communities will gain a neighbor, one that employs us and treats our environment as though it were the same environment where their children live and play. Thus, the WAS Campaign will provide many benefits to Louisiana's environmental justice communities: health, environment, quality of life, collaborative partnerships and a sense of power over one's own life.

IV. Organization's Historical Connection to Affected Community

LEJCOC is an unique organization in Louisiana's Environmental Justice Movement, indeed in any state's environmental justice movement. It is the first state-wide coalition created by and composed entirely of grassroots community organizations. Membership in LEJCOC organizations is drawn from individuals directly impacted by the severe levels of pollution in the State.

LEJCOC's formation grew out of an Alternative Dispute Resolution (ADR) training hosted by the Environmental Law Institute, the Southwest Environmental and Economic Justice Network, and the Southeast Community Research Center in Albuquerque in late 2004. After participating in the weekend training, leaders from Louisiana's environmental justice community organizations recognized both similar patterns in exposure and discrimination across their communities and the potential of ADR to reduce pollution and improve the health and quality of life in our communities. Subsequently, these leaders convened meetings with other community leaders from across the state to discuss ADR and contracted ADR experts to request assistance to build LEJCOC's capacity to pursue ADR strategies.

Since 2004, LEJCOC has grown to include 14 community-based environmental justice community organizations. Our membership, mostly people of color, is open to any grassroots organization led by and composed of those suffering from environmental injustices. Our Coalition is structured so that an Advocacy Commission gives us guidance. The Advocacy Commission is composed of *one representative from each of our member organizations. It functions similar to a Board of Directors,* however it is different from a Board in that we are not simply decision-makers, but are also active advocates of change in our own communities.

LEJCOC, with very little funding, has had significant impact as a state organization on industry, government and environmental justice communities. For instance, the trainings and collaborations of LEJCOC with its member organizations produced the following story:

When Concerned Citizens and Youth of St. James Highway 18 & 44 learned of a proposed ethanol plant in their community, they offered to meet with the owners to discuss their opposition to the permit and offer alternatives that would benefit both the community and owners. The meeting occurred on Saturday, September, 30 2006 and was attended by 32 community representatives, Cathy Wells, Staff for

Louisiana State Senator Fontenot; Parish President, Dale Hymel; Louisiana Department of Environmental Quality (LDEQ) Community Relations with Industries representative Dr. Kim Gallo; LEJCOC President, Albertha Hasten; LEJCOC'S Louisiana State University collaborative partner, Hazardous Substance Research Center; and one representative from the proposed plant, Tiger State, and their consultant Environmental One.

The Tiger State representatives admitted at the meeting that they were very reluctant to meet the community members and had expected to be attacked, but were pleasantly surprised by the interest of the group to build a collaborative partnership. The St. James group submitted a list of twenty (20) questions two days prior to the meeting and Tiger State requested more time to provide a response. The LEJCOC WAS Campaign and community health concerns were presented and Tiger State was requested to support the Campaign by providing funding for training for community residents on soil and water testing and air monitoring in cooperation with LDEQ. The St. James group maintained they want to see reduced emissions to the water, air and soil and said the way to achieve this objective is through cooperation, communication and trust. The Tiger State representatives agreed to consider the communities request and agreed to continue meeting with the group. LEJCOC and the St. James Group recognized that this negotiation was not ideal as there had been little time to prepare for it, but they thought that it was necessary to seize the time to build relationships with a company seeking a permit to build an ethanol facility during the permit process. The meeting was deemed successful by the participants and The Advocate, a Baton Rouge newspaper.

Another example of LEJCOC's work with the community occurred in Morgan City, LA. LEJCOC recently facilitated the organizing of WHY, a grassroots organization formed to investigate and address the outrageously high rates of cancer in Morgan City. LEJCOC worked with three people who began the initial work there, encouraged them to form an organization and played a fundamental role in making connections and fostering collaborative partnerships for regional technical assistance. The assistance of LEJCOC has resulted in two public meetings to draw attention to WHY, increased member base and collaborative partnerships with decision-makers.

LEJCOC has also proposed a meeting with the EPA's Region VI to discuss its WAS Campaign and ADR strategies and to develop a cooperative relationship with the Region's Office. Subsequently, EPA Region VI has offered to cover the transportation cost for 15 members of LEJCOC to meet with them to discuss the Campaign, ADR strategies, communication, trust and partnership. In addition, the Louisiana DEQ has discussed the possibility of conducting listening sessions with the LEJCOC constituency.

As LEJCOC works in and with the environmental justice communities, so do the environmental justice communities work in and with LEJCOC. As mentioned earlier, LEJCOC is governed by an Advocacy Commission. The Advocacy Commission is composed of one representative from each of the community member organizations. Therefore each of the grassroots communities has a direct voice into the decisions, strategies and operations of LEJCOC. Furthermore, the Commission elects an Executive Committee from among its members that may serve a 3-year term, providing additional voice into the operations of the Coalition. The strategies and decision-making with respect to the WAS Campaign were developed by the same grassroots individuals and organizations that LEJCOC seeks to improve.

In addition to assisting LEJCOC's member organizations in their efforts, LEJCOC coordinates and conducts frequent trainings for its members. In early October of 2006, LEJCOC coordinated a training for all of its Advocacy Commissioners on participation in public hearings. A professional facilitator was contracted and 12 of LEJCOC's Advocacy Commissioners plus 6 members of hosting organization RAN - Residents for Air Neutralization - successfully completed a 3-hour training on the most effective methods for participating in public hearings. Immediately after the training, the participants attended a public hearing in Shreveport, LA. The result of the hearing was similar to that of the Tiger State representatives, shock. Calumet Lubricants and Waxes agreed to sit down with RAN to discuss the modification on their air permit and the communities concerns. LEJCOC and RAN viewed this as a tremendous success!

LEJCOC was also successful in increasing the technological capacity of 3 of its member groups. LEJCOC and 3 of its organizational members worked together to apply for and received the Environmental Support Center's Technological Resources Program. This program awards necessary technology, such as computers, faxes, internet service and training, to community-based organizations working on environmental issues. Because of this program, LEJCOC and its members can communicate more efficiently and produce higher quality letters, memos, requests, newsletters and applications, enhancing the capacity for success.

Another example of LEJCOC's success in increasing the communities' capacity to address local environmental and public health issues can be seen in the EPA awarding BISCO \$50,000 to identify, prioritize and make recommendations for addressing environmental and public health issues that resulted from Hurricanes Katrina and Rita. This award falls under the RFA "Environmental Justice Grant in Support of Communities Directly Affected by Hurricanes Katrina and Rita." LEJCOC was instrumental in connecting BISCO with collaborative partners throughout the region and in helping the BISCO leaders think through their strategy and goals for the project.

Finally, we find it difficult for LEJCOC to describe the ways in which it maintains a connection with the impacted community, because we are the impacted community. We *are* the marginalized. We are the discriminated. We are the impacted and we are the agents of change. The only way we could be disassociated from the impacted community would be if we were to stop being impacted. That would be a good thing!

V. Organizational Capacity and Programmatic Capability

Successful Management of Past Projects

LEJCOC has successfully coordinated many projects in its short history. LEJCOC successfully managed a relief effort in the aftermath of Hurricane Katrina in several Louisiana Parishes. The effort included providing food and shelter to hundreds of evacuees from the devastated areas and was funded by the Southern Partners Fund. Also, LEJCOC successfully managed trainings for its member organizations, such as the participation in public hearings training referenced earlier. In this particular training, LEJCOC worked with the local hosting organization RAN to coordinate the travel and training of 12 Advocacy Commissioners and 6 RAN members from different parishes in the State.

Capacity to Manage Federal Funds

LEJCOC is led by the former President of a well-established environmental network in Louisiana, LEAN, and governed by an Advocacy Commission of community-based organizational leaders. LEJCOC also has a Finance Committee which reviews all financial matters, including approval of the final budget and all grant applications. A Certified Public Accountant will be contracted, should LEJCOC be awarded this grant, to officially keep the books for LEJCOC, provide quarterly reports and complete all financial paperwork necessary. Added controls include the signatures of both the Advocacy Commission President and the Chair of the Finance Committee on all LEJCOC checks.

Successful Management and Implementation of WAS Campaign

Experienced community and project leader, Albertha Hasten, has been chosen as the project manager for the WAS Campaign's Air Phase. However, Ms. Hasten will provide oversight for a part-time staff worker who will be hired upon approval and awarding of this proposal. LEJCOC also has two other proposals pending decisions. We are confident we will be funded from at least one and plan to make this position a full-time position once there is adequate funding. The Advocacy Commission will meet to review applicants and decide upon the most qualified person to fill the position. Additionally, quarterly meetings with Collaborative Partners will review Project Performance Measures to continually evaluate and improve the implementation of this Campaign.

VI. Project Description

Issue Identification, Visioning, and Strategic Goal-Setting

i) How did you decide on the local environmental and/or public health issue that that you are seeking to address? Please describe:

LEJCOC was formed after an ADR Training in 2004 in New Mexico. Leaders from Louisiana's environmental justice organizations attended the training and while there recognized the similarities of

industrial pollution in the environment across their communities and the power of Alternative Dispute Resolution (ADR) to address the problems. With a commitment to use ADR to address environmental problems, LEJCOC formed and continued to grow.

The next step for LEJCOC was to strengthen the capacity of its member organizations to address local environmental and public health issues. At the same time, LEJCOC requested and received ADR trainings in eight of its member organizations' communities. During all of this, LEJCOC's members continually voiced the need for developing a regional strategy to address the water, air and soil issues. During the next several months, LEJCOC held conference calls and meetings. At one of these meetings, a technical assistance partner presented the Commissioners with secondary environmental data obtained from EPA databases. The data from the TRI mirrored what the Commissioners' communities' were already saying; the water, air and soil were being heavily polluted by industry and a regional ADR and Pollution Prevention (P2) strategy was needed.

The WAS Campaign's goals and strategies blossomed out of this history. An ADR-based campaign using P2 resonated with many of the communities and their leaders, because they understand the negative consequences of not including all parties in decision-making and they have seen the ill effects of multi-million dollar lawsuits ending in the hands of multi-million dollar lawyers. Therefore, the Advocacy Commission decided to design a campaign that a) used ADR as a strategy, b) reduced exposure to toxic chemicals by reducing their emissions into the water, air and soil, and c) promoted P2 as a method for reducing emissions. Subsequent meetings and conference calls resulted in focusing on the air component of the WAS Campaign first. The reason for this was that LEJCOC communities' residents felt the toxic air was the most dangerous of the three media to their health. The air is unfiltered and untreated. Poor residents have little to no means to prevent exposure to toxic air.

Drawing from their training in ADR, the Commissioners recognized the need to develop collaborative partnerships with stakeholders, including industry, government and academia to achieve their goal of reducing exposure to air toxics. The Advocacy Commissioners then drew from 40 years of organizing, working on coalitions and fighting the environmental justice fight in Louisiana to develop a list of potential collaborators. Some of the organizations arose in discussions about the Campaign. In June of 2006, however, LEJCOC administered a survey to all Commissioners to identify additional resources for the WAS Campaign, including collaborators. In that survey, organizational members were asked to name individuals and organizations whom they thought could assist in reaching the goals of the WAS Campaign. Members identified several other collaborators, including local politicians, other regulatory agencies and academics who could be important stakeholders. Additionally, LEJCOC sought the advice of its technical assistance partners to identify collaborators.

To begin the campaign, LEJCOC will train all collaborative partners in ADR and P2. The Campaign will then produce a comprehensive report on the state of the air in Louisiana with particular focus on the 14 LEJCOC communities. This report will include GIS mapping and will show air, health and population data. The report will then be presented at community forums in all 14 communities, along with information on ADR, P2 and the WAS Campaign. Our hope is that these materials will inform as well as spark dialogue among the participants from which we can receive additional input on our goals and strategies.

The second year will include a public education campaign targeted in the 14 parishes where LEJCOC communities are located. The campaign's information will draw from the air report and the community forums report one and from the expertise of collaborative partners. The foci of the campaign will be air issues, ADR and P2.

ii) How did you envision solutions, set goals, and develop problem-solving strategies to address the issue? Please describe:

The formation of LEJCOC was itself the envisioning of a solution. Leaders from various environmental justice organizations came together seeking a regional solution to the problems facing their communities because they recognized a single industry or single community approach would not solve Louisiana's air issues. LEJCOC's Advocacy Commissioners then set out to become more skilled in ADR

and participated in eight trainings in eight LEJCOC communities. From these trainings, LEJCOC held several meetings and conference calls to develop the WAS Campaign and its specific goals.

Since the Advocacy Commissioners themselves live in the very communities LEJCOC works to improve, the envisioning process was inherent in LEJCOC's work. The work itself was a response to the question, What do you want for your own community? The common vision that LEJCOC developed included economic growth and environmental protection, democratic problem-solving and social and racial equity, and collaborative partnerships, rich culture and good neighbors, be they residents or industry. The Commissioners recognize the importance of industry to our communities. Our sons and daughters work in the very factories and refineries that pollute our air, and so have we worked in these factories.

Therefore, our goals were set keeping in mind that we do not want industry leaving the State. We do not want the factories and refineries closing down. We also do not want our generations to die off from excess disease. Our goal is firm. We want less exposure to toxic (air) chemicals for our communities. However, because of the vision we have and the need for good neighbors and good industry, we have embraced the ADR and P2 frameworks for achieving that goal. We believe that working through collaboration with State and Industry promotes transparency, communication and trust. This is how community is built and strengthened. This is how health is promoted.

Community Capacity-Building and Leadership Development

i) How have you built community capacity and leadership development through educating and involving the community? Please describe:

Because of the structure of LEJCOC, there is a continuous dialogue that occurs between the community residents and the Coalition's decisions. Concerns generate from the residents and through local cultural practices are passed on to the leaders of the communities. These leaders are the same individuals who sit on the Advocacy Commission of LEJCOC. The concerns are brought before the Commission and the Commission discusses the best way to address the concerns. When decisions are made, for example to address the air through the WAS Campaign, the information is returned through local cultural practices to the residents of the communities. Therefore, whatever decisions that are made at LEJCOC generate from the communities of LEJCOC and are quickly related back to those communities. Recently LEJCOC printed its first Newsletter. We hope that the newsletter provides an additional method of disseminating information from LEJCOC to the community.

Similar to issue identification, community involvement in developing and planning LEJCOC's projects takes the same path. That is, community members relate concerns and recommendations to their local grassroots leaders. The leaders of these organizations, who are also the Advocacy Commissioners of LEJCOC, then recommend that information to the Advocacy Commission. Discussion, voting and delegation to committees then occur to validate and decide on the recommendation.

The first and second years of the WAS Campaign's Air Phase will include 14 community forums, one in each LEJCOC community. At those forums, the WAS Campaign will present a comprehensive report on the state of the air in Louisiana with particular focus on the immediate community. This report will include GIS mapping and will show air, health and population data. The forums will also include information on ADR, P2 and the WAS Campaign. The materials will be designed to inspire dialogue which will then be used to evaluate and improve the Campaign's goals and strategies.

We will further educate the communities surrounding the LEJCOC communities in the second year of the Campaign with a public education campaign targeted at the 14 parishes where LEJCOC communities are located. The campaign's information will draw from the air and community forums reports and from the expertise of collaborative partners. The focus of the campaign will be air issues, ADR and P2.

Bringing all of these various partners together and working with so many different communities may present us with some difficulty, for often there is a gap between community residents, State officials and industry representatives. However, by having a community leader on the Advocacy Commission, the WAS Campaign will ensure that the most appropriate and acceptable forms of communicating with the community are employed. We intend to identify and address barriers between community representatives,

State officials and industry representatives through our ADR and P2 trainings for collaborative partners. The trainings will include sections on identifying barriers, recognizing where people come from and building bridges between partners. These trainings will be conducted by contracted experts in the field.

Development of Multi-Stakeholder Partnerships and Leveraging of Resources

i) How have you developed your multi-stakeholder partnerships? Please describe:

In developing our multi-stakeholder partnerships, we attempt to be as comprehensive as possible, reaching out to all those whom we believe hold a genuine stake to improvement of the air in Louisiana's environmental justice communities. We believe that in order to improve the air in Louisiana, all stakeholders must be involved. We have learned this the hard way, by being on the outside of partnerships and suffering the consequences for far too long. When we began developing our list of potential collaborators, a list we continue to develop to this day, we set out to form a coalition that could help reduce the exposure to air toxics for LEJCOC communities through reducing toxic air emissions. That is how this partnership will work, by working collaboratively to identify problems, leverage resources, develop solutions and implement them.

Because we believe strongly in the power of ADR and P2, our partners will initially undergo trainings in both of these frameworks. The trainings will also include sections on working with individuals and organizations of different backgrounds. The partnership will then work collaboratively to develop a report on the state of the air in Louisiana, with particular focus on the 14 targeted communities. It will also work together to develop the community forums at which P2, ADR and air issues will be presented and information will be gathered to inform the ADR strategy. At the end of the first year and each subsequent year, the partnership will perform an audit to identify additional resources, such as additional partners, additional funding sources and additional volunteer staff or in-kind donations. In the second year, the partnership will finish the community forums and develop a report of the forums which will call for ADR. The partnership will then use its expertise and the reports from the forums and air issues to develop a public education campaign including the issues around air identified in year one, ADR and P2 to be targeted in the 14 parishes of the 14 targeted communities. This year will also see the partnership develop the ADR and P2 strategies for year three. In the final year, communities will implement the developed ADR and P2 strategies, sitting down with facility operators to discuss reduction of emissions. The partnership will also develop a round of community meetings for the 14 targeted areas to report back on the project and to receive evaluation comments from the community. Throughout the process the partnership will be involved in reviewing Project Performance Measures to evaluate the course and speed of the project.

The LEJCOC leadership—veteran Environmental Justice Movement leaders—has a long history of working with the Louisiana Department of Environmental Quality, Louisiana Chemical Association, Louisiana Department of Natural Resources and the Louisiana Department of Health and Hospitals. Additionally, the Advocacy Commission is composed of grassroots leaders from each of the 14 LEJCOC communities. Therefore, the major stakeholders in this partnership have developed working relationships over many years. This will be the first time, however, that all of these partners have worked together on a joint project.

The WAS Campaign's Air Phase will include trainings on working with all stakeholders, Alternative Dispute Resolution and Pollution Prevention. Experienced technical advisors will be contracted to facilitate partnership development, including the breaking down of barriers, common stereotypes and educational, experiential and cultural gaps.

The partnership will be managed and maintained through regular communications and meetings. Quarterly newsletters will be developed and distributed to all organizations and individuals associated with and/or interested in the WAS Campaign, documenting and highlighting the proceedings of the Campaign. Yearly evaluations of the partnership and its management will also occur, giving all stakeholders the opportunity to provide input and discuss and change the direction of the partnership if needed. All collaborative partnerships will be included in the quarterly reviews of the Project Performance Measures as well. We believe this transparency will increase trust and communication across the partners, improving the partnership as a whole.

The partnership as a whole is connected to Louisiana's environmental justice communities through LEJCOC. The Advocacy Commission of LEJCOC is composed of grassroots environmental justice victims and advocates who live in and represent their individual communities. By partnering LEJCOC with the other stakeholders, the WAS Campaign ensures that the partnership maintains a connection to and in fact is governed by the communities it aims to improve. Additionally, the majority of our partners are state agencies or institutions, meaning they're jobs are purposely set up to serve the public, in this case the Louisiana residents.

However, each of the partners is connected to Louisiana's environmental justice communities in various and distinctive ways.

LEJCOC

- Coalition of Louisiana's environmental justice community organizations
- Directly imbedded in the grassroots community and thus brings the community perspective to the table
- Has an interest in the project because its members have been suffering the ill-effects of environmental contamination for decades; its communities are sick and dying
- Will play the role of manager, organizer, facilitator, communicator and equal partner
- Has made a commitment to coordinate the project, to reduce exposure to air toxics and to assist with amplifying the communities' voices and power

Louisiana Department of Environmental Quality

- State agency charged with serving Louisiana's people by protecting the environment and public health while also considering employment and economic development
- Brings 23 years of experience at the State level of identifying and working through solutions to Louisiana's environmental problems
- Has a vested interest in this project to fulfill its mission of protecting the environment and public health while also considering employment and economic development
- Will play the role of environmental expert, providing information and assisting with gathering additional information when needed, will assist in developing educational forums and play the role of equal partner

Louisiana Department of Health and Hospitals

- State agency charged with protecting and promoting health for Louisiana's residents
- Brings expert scientific and practical knowledge in public health and the healthcare system
- Has an interest in improving and protecting Louisiana's public health; prevention is most efficient
- Will play the role of public health expert, providing data and information on disease and health of Louisiana's environmental justice and other communities when needed, will assist in developing educational forums and play the role of equal partner

Louisiana Chemical Association

- Association representing 94 industrial facilities in Louisiana whose aim is to "promote a positive climate for chemical manufacturing that ensures long term economic growth."
- Brings the industries perspective to the discussion, provides direct link to specific facilities
- Has a vested interest in having a healthy, educated workforce and a friendly neighbor environment to continue to operate in Louisiana
- Will play the role of industry expert, facilitator of industry perspective and communication, will assist in developing educational forums and play the role of equal partner

Southeast Community Research Center

- Technical advisor organization, with expert knowledge in Community-Based Participatory Research, Alternative Dispute Resolution and bridging the gaps among community, industry, agency and academia
- Brings 3 years of experience working with LEJCOC and several of its individual member organizations, expert knowledge of cross-cultural partnerships and community centered research and dispute resolution

- Has a vested interest in democracy and people-principled values, as well as continuing to develop the relationship with LEJCOC and its members
- If selected through competitive process, will play the role of communication facilitator, trainer of Alternative Dispute Resolution and Pollution Prevention, as well as grant-writer and assistant to continue the partnership and ensure sustainability
- If selected through competitive process, has committed to provide trainings for all partners on partnership development across cultural, educational and social divides

Louisiana State University's Hazardous Substances Research Center

- Academic research center with expert scientific knowledge of hazardous substances
- Brings 15 years of experience working with and educating Louisiana's environmental justice communities on hazardous substances
- Has a vested interest in educating the population on the dangers of toxic substances and thus improving and protecting the public health; this project provides a strong avenue for that interest
- If selected through competitive process, will play the role of educator and will assist in developing educational forums
- If selected through competitive process, has committed to assist LEJCOC in developing public community forums to reflect the scientific aspects of air pollution

ii) How do you plan to leverage resources to support this project and on-going efforts? Please describe:

The WAS Campaign focuses on three environmental media: water, air and soil. We are requesting money currently for the Air Phase. However, we intend to use the same structure and process, reflecting and improving at each step, to address the concerns with the water and soil. Thus, this project will serve as a model for continuing collaborative problem-solving among community, industry and agency throughout Louisiana. Lessons learned in the initial phase of the project will inform strategies for subsequent phases. As the success of the project grows, so will our ability to leverage resources such as volunteers, interns, fellows, in-kind donations and funds from government agencies, private foundations and individuals, enhancing our capacity to address increasingly complex issues. During the initial Air Phase, the collaborative partnership will perform an audit of potential additional resources yearly to ascertain the broadest possible sources of resources. Finally, LEJCOC presently has two applications for funding under review and will be applying for additional support in the coming months.

Consensus Building and Dispute Resolution here dude!

i) How do you plan to build stakeholder consensus and work through differences? Please describe:

Consensus for the goals of the project with the community has already been achieved. It is from the community's voice and experience that we designed the WAS Campaign. More specific objectives for meeting our goals will be determined through community forums in which we will present the state of the air of Louisiana, ADR, P2 and the WAS Campaign to inspire dialogue. From that dialogue we will ascertain specific objectives for reaching our goals, such as parish emission reduction levels and timelines.

When engaging industry, the WAS Campaign will draw from the collective community voice built in year one of the Campaign and utilize ADR as our strategy for negotiating agreements in year three. The communities and the collaborative partners will have been trained in ADR prior to entering into these agreements. Furthermore, we will hire an expert moderator to work through the differences in the agreements.

The agreements reached between industry and community are the backbone for the success of this project. ADR was chosen as a method and P2 as a strategy for reducing exposure to air toxics because it includes both industry and community in the negotiation. We have learned from being on the outside of pollution level agreements that non-inclusive collaboration is detrimental to those on the outside. As the saying goes, "if you aren't at the table, you're on the menu." We plan to negotiate agreements with all stakeholders at the table, collaboratively developing solutions to the issues surrounding air contamination in Louisiana.

Constructive Engagement with Other Stakeholder

i) How do you plan to work with other relevant stakeholders who are not part of your formal partnership? Please describe:

In the beginning of each project year, LEJCOC will consult with all collaborating partners to determine what other key stakeholders should be recruited and what strategies are most appropriate for recruiting these particular stakeholders. The results of the consultations will be distributed to all partners and discussion will ensue to determine which of the recommended collaborators truly holds a claim to achieving the project's goals. When consensus is reached about a particular organization or individual, the strategies for recruitment will be discussed and then implemented. Though this will occur on a yearly basis, inclusion of additional stakeholders throughout the year will not be discouraged. However, each recommended partner will have to be approved by consensus of the overall partnership.

Sound Management and Implementation

i) How do you plan to sustain a functional organization and partnership? Please describe:

LEJCOC will coordinate quarterly partner meetings among all collaborating partners to plan the direction of the project and strategize solutions for any barriers or concerns that should arise. Additionally, LEJCOC will coordinate and distribute a quarterly newsletter for all partners and interested individuals and organizations relating the accomplishments and challenges of the WAS Campaign. Regular conference calls will occur among partners to ensure that assigned tasks are being completed and to provide assistance with those tasks. LEJCOC plans to use a project staff person at 25% FTE to assist partners with project tasks and to follow-up on their completion. Quarterly meetings, regular conference calls and the quarterly newsletter will be the initial steps in opening communication, creating transparency and developing trust between partners. Trust, transparency and communication are the cornerstones of strong partnerships, especially between entities who may have been antagonists in the past.

Evaluation

i) How do you plan to use the Project Performance Measures (developed as a separate attachment in Section IV. B. 8) as a tool to strengthen your project? Please describe:

By having clearly defined Project Performance Measures, we will better be able to communicate to partners and potential partners the goals for our project. Therefore, partners will understand where we hope this project goes. Their commitment to the project will be a commitment to these Project Performance Measures and a commitment to the projects goals. The Measures, however, are not set in stone and should act as a guide, which the partnership continually evaluates and improves.

Quarterly partnership meetings will include a review of the Project Performance Measures to determine the success and track of the project. Well defined and selected baseline measures and benchmarks, and their frequent review will enhance our ability to quickly identify opportunities and deficiencies in the project that cannot be foreseen before implementation begins. By reviewing the Project Performance Measures quarterly, we will make transparent the milestones and targets that we have set, those we have reached and those we must reach or redefine. Collaborative partners will then be able to readily identify the successes and challenges of the project.

Reports from the quarterly meetings and other activities, such as community forums, will be printed into the quarterly newsletters, which will be distributed throughout the 14 LEJCOC communities and to all other interested communities, individuals and organizations. By reporting on the quarterly partnership meetings, we will be including the parts of the meeting where Project Performance Measures were reviewed to evaluate the project. Thus, the community will see, through the project's transparency, where the project overshot its means and where it was tremendously successful.

VII. Qualifications of the Principal Investigator or Project Manager

Mrs. Albertha Hasten, President and Advocacy Commissioner of LEJCOC, brings over 25 years of experience in the Louisiana Environmental Justice Movement to the WAS Campaign. Elected by the Advocacy Commissioners as President of LEJCOC, she has successfully overseen the formation of LEJCOC and the strategizing, formulating and implementing of LEJCOC's activities and projects for nearly three years now. Mrs. Hasten also brings eight years of experience as the president of the

Louisiana Environmental Action Network and 16 years as director of the Concerned Citizens of Iberville Parish. Each of these positions is evidence of Mrs. Hasten's ability to lead, coordinate, form collaborative partnerships and leverage resources for projects concerning environmental and public health issues. This is exactly what Mrs. Hasten will be asked to do on this project: provide oversight, coordinate, lead, identify and form collaborative partnerships and leverage resources.

Additionally, Mrs. Hasten has served as Secretary of the Capital Area Legal Services Corporate Client Council since 1989 and as an elected member of the Iberville Parish School Board since 1994. She is highly organized and motivated and extremely dedicated to improving her community and communities similar to hers all over Louisiana.

As history of Mrs. Hasten demonstrate her quality leadership, so too does it evidence her connection with Louisiana's environmental justice communities, particularly the 14 included in this Campaign. As President of LEAN, Mrs. Hasten developed a deep and lasting relationship with many communities around Louisiana suffering from environmental contamination. As LEJCOC President, she has strengthened those ties with LEJCOC communities. She has done so by frequently visiting the communities, advocating for their improvement and attending important public and private meetings that may affect the health and environment of those communities. Mrs. Hasten herself lives in a community that suffers from environmental pollution and injustice. Therefore she has a personal connection to the suffering of the environmental justice communities throughout Louisiana.

This personal connection has led Mrs. Hasten to develop workshops, form collaborative partnerships and leverage resources for LEJCOC communities. In a recent example, Mrs. Hasten was instrumental in the awards received by three LEJCOC communities to enhance their technological capacity to address environmental issues. She also coordinated and attended a training in Shreveport for Residents of Air Neutralization (RAN) members on participation in public hearings. Though this training was also for LEJCOC Advocacy Commissioners, Mrs. Hasten scheduled it in a timely manner so that training participants could attend a real life public hearing immediately following the training. The result was a commitment by the facility's owners to sit down with RAN to discuss the air permit modification and the community concerns.

VIII. Quality Assurance Project Plan (QAPP) Information

The WAS Campaign's Air Phase will make use of existing databases, such as air monitoring data and public health data. We will use this data to measure the success of our project. Because of this, we believe we will need to submit a Quality Assurance Project Plan (QAPP).